

The State Library of Massachusetts

The Executive Office for Administration and Finance
Commonwealth of Massachusetts

Issued 2/14/13



STATE LIBRARY
OF MASSACHUSETTS



STRATEGIC PLAN-IN-BRIEF
2013-2015

Elvernoy Johnson | State Librarian

MESSAGE FROM THE STATE LIBRARIAN

This document outlines the strategic plan and performance management goals of the State Library of Massachusetts. The Library recognizes the importance of state agencies developing strategic plans and performance management. I am pleased that our plan has been posted online for the public to view. I believe it is very important that state government be as transparent as possible so that the public can clearly see how their tax dollars are being spent. There is very important work going on at the Executive Office of Administration and Finance agencies and throughout state government, and I am pleased that the public now has the opportunity to learn more about this work.

The Library was founded in 1826 and has an enormous collection of historical documents that can be viewed by the public. We are the fourth oldest state library in the United States. Our collection contains documents that are not available anywhere else in the world.

The Library has made substantial gains in the past few years towards my goal of becoming a digital library which will allow us to meet the needs of current Library users. The Library has an online digital repository accessible from our website housing numerous items from our collection that can be downloaded and viewed from anywhere in the world. Our goal is to make as much of

our collection as possible available online to the public 24 hours a day, seven days a week.

The Library also has embraced social media as a means to allow the public to view items from our collection. Besides our website which contains the online DSpace repository, we have a Flickr page, a Facebook page, Wikipedia page, a YouTube channel and a Library blog.

While we are a very old institution, I am constantly thinking about how I can make this agency continue to serve the public with all of the technological changes that are taking place. I believe this document will serve as a guide for the Library to continue to evolve so that the public will be able to use the resources of the Library regardless of their location.

I hope this document is informative reading and you are able to either view our collection online or to stop by our beautiful Library located within the historic State House.



Elvernoy Johnson
State Librarian

This document was developed pursuant to Executive Order 540 which calls on state government to develop and publish strategic plans and institute performance management. As an agency within the Executive Office for Administration and Finance (A&F), the State Library of Massachusetts' 2013-2015 Strategic Plan aligns and supports the overarching goals set forth in the A&F Strategic Plan.

**Please send feedback
regarding this plan to:
library.director@state.ma.us**

MISSION, VISION AND POLICY CONTEXT

OVERVIEW

The State Library of Massachusetts was established in 1826 to collect, deposit and house the Commonwealth's collections of maps, atlases and historical and cultural materials. The Library has an active program to make its collections available through public programs, exhibitions and digitization. Drawing visitors from around the globe, the State Library maintains the most comprehensive collection of Massachusetts state publications in existence.

Section 39 A of the Massachusetts General Laws states that (1) in order that all state publications of the Commonwealth are preserved and made available for the use of citizens of the state, the State Library is hereby designated as the depository library for Massachusetts state publications; (2) The State Library shall maintain a complete collection of Massachusetts state publications, both current and historic; and (3) A depository library system, providing for the distribution of state documents to the Library of Congress and to each of the regional public libraries in the state shall be established and maintained by the State Library.

As the fourth oldest state library in the United States, the State Library has grown into a multi-faceted and reliable resource for legislators, executive personnel, state employees, historians and genealogists. Prior to the establishment of the State Library, Massachusetts exchanged official documents with other states and territories throughout the country, which has helped the Library to build the largest collection of out-of-state documents in the United States. In fact, the Library has a vast historical collection of documents not available anywhere else in the world. Through the State Library's [website](#), visitors can virtually access its collection 24 hours a day, 7 days a week.

The Library is part of the Executive Office for Administration and Finance (A&F) and is governed by a Board of Trustees that includes members chosen by the Senate President, the Speaker of the House and the Secretary of State. The remaining members of the Board are appointed by the Governor. Daily operations are overseen by the State Librarian.

Since its establishment in 1826, the Library has been located in the Massachusetts State House. It is currently housed in the north end of the Brigham extension on the 3rd and

MISSION

The State Library of Massachusetts supports the research and information needs of government, libraries and people through innovative services and access to a comprehensive repository of state documents and other historical items.

VISION

The State Library of Massachusetts is dedicated to providing access to all of our customers 24/7. We strive to continue to help our customers have a successful library experience by providing excellence in information access and quality library services and resources.

4th floors. To improve the user experience, the Library continues to renovate and upgrade its space providing a beautiful and historic atmosphere for all visitors to enjoy.

ACHIEVEMENTS

Over the past few years the Library has made many enhancements to its operations with a focus on improving access to the Library's collections. Several of the Library's major achievements are highlighted below:

- The Library is currently engaging in a retrospective conversion project that will convert its entire card catalog into an online format, allowing users to search the collection from anywhere in the world.
- The Library continues to add numerous items to its DSpace online repository which enables access to the Library anytime, anywhere. Housing over 100,000 items, DSpace features materials such as The Acts and Resolves from 1692 to 2009, a historic newspaper index, 100 broadsides and a variety of state agency publications. Over 1.5 million items were downloaded from DSpace in 2012.
- The Library recently embarked on a major digitization project of photographs of World War I soldiers from New England that were donated by the *Boston Globe* in the 1930's. The Library is in the process of scanning and uploading over 11,000 images to its DSpace online repository as well as creating a database available to researchers and genealogists.
- Over the past few years, the Library has made significant efforts to enhance its physical space. The entire Library has been cleaned, reorganized and reconfigured to accentuate its beauty and history as well as to meet the demands of its users. A renovation is currently taking place that will improve the look of the Library and the experience of its users.
- To actively connect with visitors and showcase its collections, the State Library has embraced social media. In addition to creating a [blog](#), [Facebook](#) page and [Flickr](#) account several years ago, the Library launched a [YouTube](#) channel in 2011 featuring videos on the state's legislative history and the library's treasures.
- Over the past few years, the Library has worked to increase visitors by presenting a variety of exhibits featuring its historical artifacts and vast collection. Recent exhibits include: The Alfred Stedman Hartwell Collection: 55th Massachusetts Regiment; Ernest Dudley Chase: A Worldview in Maps; and Decorated Publisher Bindings 1840 to 1900: Collections from the State Library of Massachusetts.
- The Library continues to host its monthly Brown Bag Lunch Series, which features various speakers and topical discussions such as civic engagement and the function of government. Drawing an average of 30 attendees each month, the series has proved to be an effective way for the Library to connect with its visitors.
- In 2012, the Library hosted a Haitian Independence Day Celebration by displaying a Haitian medal from its collection which is normally protected in a secure facility. One of the Library's greatest treasures, the Haitian medal was gifted to Senator Charles Sumner in 1871 by the Haitian government for his work in the U. S. Senate to recognize Haitian independence from France.

- The Library was awarded several grants which have been used to preserve its collection, create a digital repository and scan and upload 250,000 pages of the Acts and Resolves.
- In 2011, the Library initiated its first donor letter writing campaign which raised over \$4,000 in donations.
- To further increase revenue and promote its collection, the Library recently began selling merchandise, such as calendars and posters, all of which are staff created. The Library also recently launched a mechanism for customers to purchase merchandise online via credit card.
- In 2008, the Library developed an internship program for college and graduate students interested in the fields of library and information science and archive management, conservation and preservation principles. Helping to grow the librarians of the future, the Library has hosted over 30 students. Building on the program's success, the Library recently began a collaborative endeavor to develop an internship program specifically for University of

Massachusetts Boston students in the archives and history department.

CHALLENGES

While the State Library has achieved many successes over the last few years, these times were not without challenges. As a result of trying economic conditions, the Library has endured a reduction in staff. Additionally, the environment in which the State Library operates and the demands from its customers continue to change. In order to adjust to the twenty first century needs of its users, the Library and its staff are required to be more technologically advanced and operate in a virtual environment. Like the State Library, many other libraries throughout the country are faced with similar issues.

The State Library views its challenges as a unique opportunity to pursue innovation and establish new, creative ways to enhance its operations. Through the dedication and hard work of its staff and the implementation of its strategic plan, the State Library is confident that it will continue to provide excellent services and programs for all of its visitors.

The Bradford Manuscript

The greatest treasure in the State Library's collection is the Bradford Manuscript, a journal written between 1630 and 1647 by William Bradford, a former Governor of Massachusetts. The manuscript documents the story of the Pilgrims from 1608 when they settled in the Netherlands, until the year 1647, capturing the 1620 Mayflower voyage in between. The volume left Massachusetts during the Revolutionary War, was rediscovered in England in 1855 and later returned to Massachusetts in 1897 where it has remained under the Library's care. The Library recently received a grant that will fund the preservation of the manuscript. Upon completion, the document will be scanned and uploaded to the DSpace online repository where it can be viewed by the public and used by researchers.

STRATEGIC GOALS

SUPPORTING THE SECRETARIAT

As part of the Executive Office for Administration and Finance, the State Library advances several of A&F's strategic goals including Better Finance, Better Performance and Better Government. The State Library is committed to delivering services in a fiscally sustainable manner, ensuring effective and efficient operations, and building the public's trust in government. As depicted in the following pages, each of the goals set forth in the State Library's Strategic Plan link to one of A&F's overarching strategic goals. Through this alignment, A&F and the State Library will work together to build an even better Commonwealth.

STATE LIBRARY OF MASSACHUSETTS GOALS

The State Library of Massachusetts has four strategic goals: improve financial sustainability through increased grant and fundraising activities; preserve the Library's collection; increase digital access to the Library's collection; and strengthen ties between the Library and the citizens of the Commonwealth. Together these goals will shape the work of the State Library over the next two years.

Through the execution of its strategic plan, the State Library will pursue new funding streams to support operations and ensure its financial health. Additionally, the Library will continue to preserve its extensive collection and improve digital access, increasing the number of visitors

who can enjoy its offerings. Further, through greater outreach and improved customer service delivery, the Library will build stronger relationships with its customers and the citizens of the Commonwealth.

The State Library of Massachusetts: Four Key Goals

**Improve financial sustainability
through increased grant and
fundraising activities**

Preserve the Library's collection

**Increase digital access to the
Library's collection**

**Strengthen ties between the
Library and the citizens of the
Commonwealth**

ACTIONS

The State Library of Massachusetts will take the actions set forth below to deliver its strategic goals.

GOAL	ACTIONS
A&F Better Finance: Finance vital government services and programs in a fiscally sustainable manner	
Improve financial sustainability through increased grant and fundraising activities	<ul style="list-style-type: none"> Identify and pursue new sources of grant funding
	<ul style="list-style-type: none"> Apply for \$631,000 worth of competitive grant awards in FY13 including a \$600,000 Information Technology Division grant, a \$6,000 National Endowment for the Humanities grant and a \$25,000 Library Services Technology Act Grant
	<ul style="list-style-type: none"> Formalize the Friends of the Library organization
	<ul style="list-style-type: none"> Work with the Friends of the Library to establish a multi-pronged fundraising plan
	<ul style="list-style-type: none"> Maximize contributions through the recently launched online donation functionality available on the Library's website
A&F Better Performance: Provide state government services and programs more effectively, efficiently and equitably	
Preserve the Library's collection	<ul style="list-style-type: none"> Systematically repair and protect fragile items
A&F Better Government: Build trust in government by improving accountability, transparency and responsiveness	
Increase digital access to the Library's collection	<ul style="list-style-type: none"> Complete a retrospective conversion digitization project to provide access to collections currently not available through the card catalog
	<ul style="list-style-type: none"> Develop and implement a plan to provide access to manuscript collections that will allow more customers to view the Library's collections
	<ul style="list-style-type: none"> Provide digital access to all Massachusetts state documents and all related volumes not under copyright
Strengthen ties between the Library and the citizens of the Commonwealth	<ul style="list-style-type: none"> Increase the number of Library events and programs; proactively advertise using social media and other means
	<ul style="list-style-type: none"> Host targeted events for the Friends of the Library organization
	<ul style="list-style-type: none"> Actively promote online resources and develop new initiatives to increase the number of Library visitors
	<ul style="list-style-type: none"> Conduct a comprehensive customer service survey and utilize results to improve programs and services and ensure excellence in customer service
	<ul style="list-style-type: none"> Continue the interlibrary loan program between the Library and libraries in the Commonwealth and libraries worldwide

OUTCOME MEASURES

The State Library of Massachusetts will utilize the high-level performance measures below to assess success in achieving its strategic goals.

GOAL	MEASURE NAME	DEFINITION/NOTE	DATA SOURCE	FREQ.
Improve financial sustainability through increased grant and fundraising activities	# of grants applied for	A total count of grants applied for	Library statistics	Yearly
	Dollar amount of grant awards received	The total dollar amount of grant awards received	Library statistics	Yearly
	Dollar amount raised via fundraising activities	A total count of dollars raised through fundraising events and letter writing campaigns	Library statistics	Yearly
	Dollar amount of donations made via the Library website	The total dollar amount of donations made via https://www.paybill.com/mass/LIB/	TBD	Quarterly
	Net profit from sales of Library merchandise	The total dollar amount earned from merchandise sales less the cost of merchandise	Library statistics	Quarterly
Preserve the Library's collection	# of repaired items	A total count of fragile items that have been repaired and/or protected	Library statistics	Quarterly
Increase digital access to the Library's collection	# of downloads of online resources	A total count of downloads of online resources including Internet Archive and Flickr	Mass.gov	Yearly
	# of downloads from DSpace	A total count of items downloaded from the DSpace electronic repository	DSpace	Monthly
	# of new items added to DSpace	A total count of new items added to the DSpace electronic repository	DSpace	Monthly
	% of city and town documents available electronically	The percent Massachusetts state documents in the Library's collection (not under copyright) available online	Library statistics	Monthly
	# of digital city and town documents accessed electronically	A total count of Massachusetts state documents accessed via the DSpace electronic repository	DSpace	Monthly
Strengthen ties between the Library and the citizens of the Commonwealth	# of library events and programs held	A total count of Brown Bag and other special events held	Library statistics	Quarterly
	# of attendees at Brown Bag Lunch Series	A total count of attendees at the Brown Bag Lunch Series	Library statistics	Monthly
	# of Friends of the Library events held	A total count of events held exclusively for the Friends of the Library	Library statistics	Yearly
	# of virtual library visitors	A total count of unique hits on http://www.mass.gov/anf/research-and-tech/oversight-agencies/lib/	Mass.gov	Monthly
	# of Facebook likes	A total count of likes on https://www.facebook.com/mastatelibrary	Facebook	Monthly
	# of blog postings	A total count of blogs posted on http://www.mastatelibrary.blogspot.com/	Blogspot	Quarterly
	# of products purchased online	A total count of products sold from http://www.mass.gov/anf/research-and-tech/oversight-agencies/lib/	Library statistics	Monthly
	% of customers who reported a good or excellent customer service experience	The Library will solicit customer feedback regarding its via satisfaction surveys	Survey Monkey	Yearly
	# of items borrowed and loaned	A total count of items requested from the Library or borrowed from other libraries on behalf of Library patrons	Library statistics	Yearly